

Organizational Culture and Competencies in Influence Work Performance Mediated By Organizational Citizenship Behavior (OCB) (Study at the Office of Women's Empowerment for Child Protection throughout the Special Region of Yogyakarta)



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ABSTRACT: The Office of Women's Empowerment, Child Protection and Population Control (DP3AP2) has the task of assisting the Governor in carrying out affairs in the fields of women's empowerment, child protection, population control and family planning, as well as deconcentration authority and assistance tasks given by the Government. Based on the Regulation of the Special Region of Yogyakarta Number 93 of 2021 concerning Position, Organizational Structure, Duties, Functions, and Work Procedures of the Office of Women's Empowerment, Child Protection, and Population Control. The Office of Women's Empowerment, Child Protection and Population Control has the task of assisting the Governor in carrying out government affairs in the field of women's empowerment and child protection as well as government affairs in the field of population control and family planning.

KEYWORDS: organizational culture, competence, Organizational Citizenship Behavior (OCB), and employee performance

I. INTRODUCTION

The Ministry of Women's Empowerment and Protection of the Republic of Indonesia is a ministerial institution tasked with protecting women and children. Women's protection and child protection is a matter that has been handed over to the Regional Government in accordance with the Regional Autonomy Law. The implementation of regional autonomy has actually been carried out in many other countries besides Indonesia. Regional autonomy is intended to give authority to Regional Governments to be able to manage their own regions well. The authority given is included in the economic sector, because regional governments are considered to know their respective regions better so they will be better able to develop their regions through the regional autonomy they are given. Centralized development which is focused on regions is intended to develop regions so that they are more developed. Regulations regarding regional autonomy have also been included in the laws of the Republic of Indonesia, including those contained in Law Number 32 of 2004 and Law of the Republic of Indonesia Number 23 of 2014. Judging from these existing laws, it can be seen how important the role of regional government is. very important in the development of their respective regions, because the central government has entrusted everything regarding the regions to their respective regional governments. In the regional autonomy law, it is stated that regional government affairs are handed over and which are still central affairs. Women's Empowerment and Child Protection matters are a matter handed over by the Central Government to Regional Governments.

Government agencies are public institutions where many things are used as measures of service to the community. There are several regulations that regulate services to the community, financial and human resources as well as the facilities and infrastructure that are owned. Profit-oriented private organizations use technology more to optimize production and reduce employees. Meanwhile, public institutions rely on the professionalism and competence of their employees to achieve institutional goals. Thus, institutions are not only required to prepare quality human resources but also manage them well because they have thoughts, feelings and desires that influence attitudes towards their work where these attitudes can influence work behavior (positive or negative) which ultimately has an impact on effectiveness and efficiency of human resources at work or the performance of the human resources concerned. Good performance of human resources or employees will have an impact on achieving organizational or company goals. Government agencies are also part of an organization that prioritizes services for the

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community so that as an organization it has 1) structure, 2) rules for completing tasks, including the division of tasks between functional groups and between citizens in the same group, 3) activity plans, and 4) goals.

II. LITERATURE REVIEW

Organizational Culture (X1) Robbins and Judge (2015) organizational culture as a system of shared meaning held by members that differentiates the organization from other organizations. Organizational culture represents a shared perception of organizational members. The measurements are innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness and steadiness.

Competency (X2), According to Hutapea & Thoha (2008) "Competency is the ability and willingness to carry out a task with effective and efficient performance to achieve company goals, the measurements are: knowledge, skills and attitudes.

Performance (Y) According to Robbins (2006) performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets/objectives or criteria, the measurements are: quality, quantity, timeliness, effectiveness, and independence

Organizational Citizenship Behavior (OCB) (Z) Organs in Luthans (2011:149) defines Organizational Citizenship Behavior as behavior that is discretionary, not directly or explicitly recognized by normal job requirements, but in aggregate can improve the effective functioning of the organization altruism, civic virtue , sportsmanship, conscientiousness, courtesy.

1. Empirical Study

Organizational Culture (X1) Robbins and Judge (2015) organizational culture as a system of shared meaning held by members that differentiates the organization from other organizations. Organizational culture represents a shared perception of organizational members. The measurements are innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness and steadiness.

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2. Conceptual Framework

The Yogyakarta Special Region Women's Empowerment and Child Protection Service in its operational activities requires human resources who are committed, loyal and play a role with the best performance to achieve organizational goals.

Performance is the most important output for the Yogyakarta Special Region Women's Empowerment and Child Protection Service to maintain the continuity of work activities in the organization. Performance is also a description of each system in the parts of the organization being assessed. Therefore, it is necessary to pay attention to several things regarding the factors that influence this performance.

Performance is influenced by competency, communication, training, work motivation, work environment, compensation, work culture and other factors. To be able to obtain optimal performance, the organization needs to improve the work culture, competence and motivation of its employees.

Work culture is a group of basic thoughts or mental programs that can be used to increase work efficiency and human cooperation owned by a group of people. So this work culture must be formed and instilled from the start and implemented continuously in order to obtain good performance.

Competence is an ability, skill and knowledge possessed by a person that has a direct influence on how to use it as capital to obtain good performance and must be possessed by a person in carrying out work. Having competent human resources is a must for all organizations. Managing human resources based on competency is believed to better guarantee success in achieving goals.

OCB is a behavior that is discretionary, not directly or explicitly recognized by the normal requirements of the job, but which in aggregate can enhance the effective functioning of the organization. With this OCB, it is hoped that the organization's performance will increase.

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III. RESEARCH METHODS

In this research, the object of research generally includes analysis based on Organizational Culture and Competence which includes the independent variable (independent variable), the dependent variable (dependent variable) is employee performance and the mediating variable in this research is Organizational Citizenship Behavior (OCB). The location in this research is the DIY Regional Government. The types of data used are primary data and secondary data. Primary data means data obtained directly from the source, using an instrument or questionnaire tool containing a number of structured written questions to obtain information from respondents, both about.

The population in this study was 398 employees of the Women's Empowerment and Child Protection Services in the Special Region of Yogyakarta. The sample is part of the population (part or representative of the population).

The number of samples in this study was calculated by referring to Slovin and Husein's theory, which was calculated using this formula to obtain a sample of 198.99 and rounded up to 199. The sampling technique used was the disproportional stratified random sampling technique with the lottery method.

The analysis used in testing the hypothesis is multiple linear regression analysis with the requirements of meeting the classical assumption test, using the IBM AMOS 22 program. The analysis used in testing the hypothesis is multiple linear regression analysis with the requirements of meeting the classical assumption test. Ghozali (2014).

IV. RESEARCH RESULTS

Instrument and Data Quality Test

Instrument quality testing is carried out to determine whether the research instrument meets the criteria for validity and reliability. This research consists of 47 lists of statements representing each variable with a total of 198 respondents using the AMOS version 22 application. The results obtained from testing the quality of the instrument with the CFA validity and reliability test with AMOS version 22, for formal data validity testing using AMOS version 22 of the entire list of questions representing each variable tested. According to Ghozali (2017), data is said to be valid if the factor loading value is >0.5 . The validity test results show that all question indicators representing 4 variables are declared valid with a value of > 0.5 . Ghozali (2017) stated that test results are said to be reliable if they have a construct reliability value of >0.7 . The results of this test show that the C.R value for each variable is greater than 0.7. Based on these results, it can be concluded that the entire research instrument is reliable so it can be used in this research.

Assessing Goodness Of Fit Criteria

Assessing goodness of fit is the main goal in SEM to find out to what extent the hypothesized model is "Fit" or fits the data sample. The goodness of fit results are displayed on the following data:

Table 1. Menilai Goodness Of Fit

Goodness of fit index	Cut-off value	Research Model	Model
Significance Probability (p)	$\geq 0,05$	0,000	Not Fit
CMIN/DF	$< 2,000$	1,175	Fit
GFI	$\geq 0,90$	0,765	Not Fit
AGFI	$\geq 0,90$	0,742	Not Fit
TLI	$\geq 0,90$	0,971	Fit
CFI	$\geq 0,90$	0,972	Fit
RMSEA	$\leq 0,08$	0,035	Fit

Based on the results in table 1. above, it can be seen that the research model is close to being a good fit model. CMIN/DF is a parsimonious suitability index which measures the goodness of fit of the model by the number of estimated coefficients expected to achieve suitability. The CMIN/DF results in this study were 1.175, indicating that the research model was fit. The Goodness of Fit Index (GFI) shows the overall level of suitability of the model which is calculated from the squared residual of the predicted model compared to the actual data. The GFI value in this model is 0.765. Values close to the recommended level ≥ 0.90 indicate the research model is not fit. AGFI is the GFI adjusted by the ratio between the proposed degree of freedom and the

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degree of freedom of the null model. The AGFI value in this model is 0.742. Values close to the recommended level ≥ 0.90 indicate the research model is not fit. TLI is a suitability index that is less influenced by sample size. The TLI value in this study was 0.971 with the recommended value being ≥ 0.90 , this shows that the research model is fit. CFI is an index that is relatively insensitive to sample size and model complexity. The CFI value in this study is 0.972 with the recommended value being ≥ 0.90 , this shows that the research model is fit. RMSEA is an index used to compensate for chi-square values in large samples. The RMSEA value of this research is 0.035 with the recommended value being ≤ 0.08 , this shows that the research model is fit. Based on the overall goodness of fit measurements above, it indicates that the model proposed in this research is accepted.

V. DISCUSSION

Hypothesis testing is carried out to answer the questions in this research or analyze models of structural relationships. Hypothetical data analysis can be seen from the standardized regression weight values which show the coefficient of influence between variables in the following table:

Table 2. Relationship Between Variables

			Estimate	S.E.	C.R.	P	Hipotesis
Organizational culture	→	OCB	0,380	0,069	5,507	0,000	Significant Positive
Competence	→	OCB	0,471	0,082	5,737	0,000	Significant Positive
			Estimate	S.E.	C.R.	P	Hipotesis
Organizational culture	→	Employee performance	0,091	0,056	1,614	0,106	Positive is not significant
Competence	→	Employee performance	0,141	0,069	2,056	0,040	Significant Positive
OCB	→	Employee performance	0,697	0,101	6,907	0,000	Significant Positive

The Influence of Organizational Culture on OCB

$Z(\text{OCB}) = 0.380X(\text{Organizational Culture}) + 0.069$. The estimated parameter value of the standardized regression weight coefficient is 0.380 and the C.R value is 5.507, this shows that the relationship between Organizational Culture and OCB is positive. This means that the better the organizational culture, the higher the OCB will be. Testing the relationship between these two variables shows a probability value of 0.000 ($p < 0.05$), so that it can be stated that Hypothesis 1 "Organizational Culture has a positive effect on OCB of Employees at the DIY Child Protection Women's Empowerment Service", is accepted.

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The Influence of Organizational Culture on Employee Performance

$Y(\text{Performance}) = 0.091X(\text{Organizational Culture}) + 0.056$. The estimated parameter value of the standardized regression weight coefficient was obtained at 0.091 and the C.R value was 1.614, this shows that the relationship between Organizational Culture and Employee Performance is positive. This means that the better the organizational culture, the better employee performance will be. Testing the relationship between these two variables shows a probability value of 0.106 ($p > 0.05$), so that it can be stated that Hypothesis 3 "Organizational Culture has a positive effect on the Performance of Employees at the DIY Women's

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Empowerment and Child Protection Service", is accepted.

The Influence of Competency on Employee Performance

$Y (\text{Performance}) = 0.141X (\text{Competency}) + 0.069$. The estimated parameter value of the standardized regression weight coefficient is 0.141 and the C.R value is 2.056. This shows that the relationship between competency and employee performance is positive. This means that the better the competency, the greater the employee performance. Testing the relationship between these two variables shows a probability value of 0.040 ($p < 0.05$), so that it can be stated that Hypothesis 4 "Employee Competence has a positive effect on the Performance of Employees at the DIY Women's Empowerment and Child Protection Service", is accepted.

The Influence of OCB on Employee Performance

$Y (\text{Performance}) = 0.697Z (\text{OCB}) + 0.101$. The estimated parameter value of the standardized regression weight coefficient is 0.697 and the C.R value is 6.907. This shows that the relationship between OCB and employee performance is positive. This means that the better the OCB, the greater the employee performance. Testing the relationship between these two variables shows a probability value of 0.000 ($p < 0.05$), so that it can be stated that Hypothesis 5 "OCB has a positive effect on the performance of employees at the DIY Women's Empowerment and Child Protection Service", is accepted.

To see the mediating relationship between the independent variable and the dependent variable through the mediating variable, namely by comparing the value of standardized direct effects with standardized indirect effects. This means that if the standardized direct effects value is smaller than the standardized indirect effects value, it can be said that the mediating variable has an indirect influence on the relationship between the two variables.

Table 4.1. Standardized Direct Effects (Group number 1-Default model)

	Competence	Organizational culture	OCB	Employee performance
OCB	.468	.432	.000	.000
Employee performance	.142	.104	.705	.000

Table 4.2. Standardized Indirect Effects (Group number 1-Default model)

	Competence	Organizational culture	OCB	Employee performance
OCB	.000	.000	.000	.000
Employee performance	.330	.304	.000	.000

The Role of OCB in Mediating the Influence of Organizational Culture on Employee Performance

The estimated parameters for testing the influence of Organizational Culture on Employee Performance through OCB obtained a direct effect value < indirect effect value, namely 0.104 < 0.304. This shows that OCB is able to mediate organizational culture on positive employee performance. This means that the better the organizational culture, the higher the OCB, and the impact on improving employee performance. So it can be stated that Hypothesis 6 "OCB mediates the influence of the Organizational Culture variable on the Performance of Employees at the DIY Women's Empowerment and Child Protection Service", is accepted.

Increasing OCB which is best carried out by the DIY Women's Empowerment and Child Protection Service is by providing education to its employees to be able to increase their voluntary attitude in completing responsibilities, prioritizing work tasks, carrying out organizational activities, participating, providing support for organizational activities, being tolerant of working conditions, supporting achievement. organization, continuing to improve work performance, coordinating every work problem and anticipating work problems, OCB which continues to increase in employees, will increase the value of the relationship between organizational culture and the performance of employees of the DIY Women's Empowerment and Child Protection Service.

In this research, supported by previous research conducted by Juliningrum (2013), Susmiati Sudarma (2015), Aulia (2016), and Wheni Eindi Astuti (2021), the research results show that OCB is able to mediate the influence of organizational culture on performance.

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The Role of OCB in Mediating the Effect of Competency on Employee Performance

The estimated parameters for testing the influence of Competency on Employee Performance through OCB obtained a direct effect value < indirect effect value, namely $0.142 < 0.330$. This shows that OCB is able to mediate Competency on positive Employee Performance. This means that the better the competency, the more OCB will increase, and will have an impact on improving employee performance. So it can be stated that Hypothesis 7 "OCB mediates the influence of the Employee Competency variable on the Performance of Employees at the Women's Empowerment and Child Protection Services in DIY", is accepted.

Increasing OCB which is best carried out by the DIY Women's Empowerment and Child Protection Service is by providing education to its employees to be able to increase their voluntary attitude in completing responsibilities, prioritizing work tasks, carrying out organizational activities, participating, providing support for organizational activities, being tolerant of working conditions, supporting achievement. organization, continuing to improve work performance, coordinating every work problem and anticipating work problems, OCB which continues to increase in employees, will increase the value of the relationship between competence and performance of employees of the DIY Women's Empowerment and Child Protection Service.

In this research, it is supported by previous research conducted by Puja Sulistyawan (2017), Ni Nyoman Wulan Antari1 (2021), and Puji Satria (2020). The research results show that OCB is able to mediate the influence of competence on performance.

CONCLUSIONS

This research was conducted to see whether mobile banking and QRIS had an effect on the financial performance of Bank BPD DIY. Based on the introduction, theoretical study, and processing and discussion carried out in the previous chapter, the following conclusions can be drawn:

1. Mobile Banking has a significant positive effect on the Financial Performance of Bank BPD DIY.
2. Quick Response Indonesian Standard (QRIS) has a significant positive effect on the Financial Performance of Bank BPD DIY. Based on the research discussion, it can be concluded as follows:
 - 1) Organizational culture has a positive effect on OCB of employees of the Women's Empowerment and Child Protection Services throughout DIY.
 - 2) Employee Competency has a positive effect on OCB of Employees at the Women's Empowerment and Child Protection Services throughout DIY.
 - 3) Organizational culture has a positive effect on the performance of employees of the Women's Empowerment and Child Protection Services throughout DIY.
 - 4) Competency has a positive effect on the performance of employees at the DIY Women's Empowerment and Child Protection Service
 - 5) Organizational Citizenship Behavior (OCB) has a positive effect on the performance of employees at the DIY Women's Empowerment and Child Protection Service
 - 6) Organizational Citizenship Behavior (OCB) mediates the influence of the Organizational Culture variable on the Performance of Employees of the Women's Empowerment and Child Protection Services throughout DIY
 - 7) Organizational Citizenship Behavior (OCB) mediates the influence of the Employee Competency variable on the Performance of Employees at the Women's Empowerment and Child Protection Services throughout DIY

SUGGESTIONS

Looking at the research results, the researchers provide the following suggestions:

1. Recommend to the Women's Empowerment and Child Protection Service that DIY can improve organizational culture by increasing the innovation of its employees. provide education to be able to calculate work risks, dare to face challenges and developments better, cost efficiency, carefully carry out work tasks and observations, carry out analysis in work responsibilities with maximum quality, prioritize results in designing activities, solid work team, compete consistently competitive, optimistic in innovating.
2. The Yogyakarta Women's Empowerment and Child Protection Service should improve the competence of its employees by increasing each competency indicator including basic work knowledge that is appropriate to the job, promoting the agency to the community, creating appropriate marketing strategies so that the agency is in demand and can continue to survive, improving work skills, optimizing use of technology in communication, financial administration responsibilities, employee time discipline, financial governance and optimal service to the community.

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